

<https://dom.ucsf.edu/medical-center-administrative-director-ad-practice-manager-pm-vs-campus-divisiondepartment-manager>

Medical Center Administrative Director (AD) / Practice Manager (PM) vs. Campus Division/Department Manager (DM) Operational Roles

Please [click here](#) to download a PDF of the responsibility matrix below delineating Medical Center Administrative Director (AD) / Practice Manager (PM) vs. Campus Division/Department Manager (DM) operational roles.

Effective 06/01/2016, Post-Funds Flow

MEDICAL CENTER RESPONSIBILITIES	CAMPUS RESPONSIBILITIES
SUMMARY	
<p>The Administrative Director (AD)/ Practice Manager (PM) is responsible for:</p> <ul style="list-style-type: none"> -all administrative and business functions of the practice -recruitment, funding, and performance management of practice staff -compliance with regulatory guidelines related to clinical practices (e.g., JCAHO) -application of ACCESS and LEAN best practices -working closely with DM, and meeting as needed to discuss operational issues. At least quarterly meetings are recommended. 	<p>The Division/Department Manager (DM) is responsible for:</p> <ul style="list-style-type: none"> -all administrative and business functions of the division and faculty affairs -recruitment, funding, and performance management of academic staff, faculty, fellows, and residents -compliance with guidelines/training, as mandated by campus -working closely with AD/PM, and meeting as needed to discuss operational issues. At least quarterly meetings are recommended.
FISCAL BUDGET	
<p>Prepares and manages the fiscal year budget for the practice. Manages cost centers.</p> <p>Determines the number of support staff (FTEs) appropriate for the practice volume, including practice supervisor(s), NPs, RNs, Analysts, Hospital Assistants, Medical Assistants, etc.</p> <p>Works collaboratively with DM on volume and wRVU projections.</p>	<p>Manages the faculty and fellow cFTE % effort and wRVU targets for the division’s budget. Manages campus accounts.</p> <p>Informs AD/PM of changes to faculty and fellow cFTE.</p> <p>Sets volume and wVU projections in close collaboration with AD/PM.</p>
BILLING & REVENUE MANAGEMENT	

<p>Responsible for maximizing billing & revenue management A-Z, including patient scheduling, efficient room usage, authorizations, completion of provider addendums, and Apex template development and improvements.</p> <p>Reviews <u>reports that relate to patient compliance/practice staff performance</u> (e.g., volume, no-shows, bed occupancy rate, exam room turn-over), and communicates results to Service Chief. Works with Service Chief/practice staff to address performance issues.</p> <p>Works with service chief/medical director to close open encounters for <u>non-faculty</u> clinicians.</p>	<p>Responsible for managing the divisional fiscal year budget and \$/wRVU paid to the division as per the funds flow agreement. Develops corrective action plans to address wRVU gaps or deficits</p> <p>Reviews <u>reports that relate to physician compliance/performance</u> (e.g., monthly wRVUs, coding, faculty and fellow open encounters, CPTs, etc.) and communicates results to Division Chiefs/Service Chiefs/Faculty. Communicates provider roster changes (e.g., new providers) to Revenue Management.</p> <p>Works with Division Chief/individual faculty to address performance issues.</p>
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HUMAN RESOURCES & CREDENTIALING

<p>Responsible for the management and supervision of all practice staff, creation of job descriptions, recruitment, training, onboarding, and credentialing for NPs and PAs, and all issues related to Labor & Employee Relations (LER).</p>	<p>Responsible for the management and supervision of all academic staff/faculty/residents/fellows, creation of job descriptions, recruitment, training, onboarding, and credentialing for physician providers, and all issues related to Labor & Employee Relations (LER). Responsible for faculty clinical effort (cFTE) and working with the AD/PM on the impact of changes in cFTE to the practice.</p>
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IT, COMPUTERS, & WEBSITE

<p>Responsible for the purchase and IT set up, including software, licenses, network, and submitting IT tickets for repairs and replacement, of all computers located in clinics and those used 100% for patient care.</p> <p>Maintains HIPAA compliance.</p> <p>Manages the Medical Center website for the practice.</p>	<p>Responsible for the purchase and IT set up, including software, licenses, network, and submitting IT tickets for repairs and replacement, of all computers owned by faculty members (laptops and desktops). DM is also responsible for any IT equipment purchases, including hardware and software updates for computers kept in hoteling areas owned by the division.</p> <p>Maintains HIPAA compliance.</p> <p>Manages the campus divisional website.</p>
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EQUIPMENT INVENTORY

<p>Responsible for Medical Center equipment management, purchases, approvals, and inventory.</p>	<p>Responsible for campus equipment management, purchases, approvals, and inventory.</p>
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APEX-ELECTRONIC MEDICAL RECORD

<p>Sets up provider scheduling templates, maximizing efficiency of time and room usage.</p> <p>Works directly with providers and the Apex team to update templates and to provide guidance and training to providers and practice staff.</p> <p>Submits ARF requests for non-physician practice staff.</p>	<p>Responsible for making sure physician providers complete required Apex training. Provides information on available resources for individualized APeX training needs.</p> <p>Submits ARF requests for faculty, fellows, and residents.</p> <p>Re-directs faculty to appropriate resources for further clinical application training needs (i.e., specialized software for specialty areas).</p>
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SPACE & RENOVATIONS

<p>Identifies and manages space needs and solutions for the practice.</p>	<p>Processes practice address changes for providers in the CLS via HR-SRS</p> <p>Works with AD/PM and Service Chief on space needs and projections.</p>
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SCHEDULES & INPATIENT SERVICES

<p>Develops and maintains the provider outpatient schedule matrix, including names of providers and their respective clinic schedules.</p>	<p>Responsible for the development and distribution of all inpatient schedules and outreach clinic schedules.</p> <p>Responsible for residency/trainees schedules.</p>
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SCHEDULES & INPATIENT SERVICES

<p>Handles issues on a case-by-case basis, and as needed, jointly with the Service Chief and DM.</p>	<p>Handles issues on a case-by-case basis, and as needed, jointly with the Service Chief and AD/PM.</p>
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